



## مجلة جامعة ذي قار لعلوم التربية البدنية

مجلة علمية محكمة مصادرها كلية التربية البدنية وعلوم الرياضة



### *Democratic Leadership and its Relationship with Strategic Capabilities in the Sports Talent Welfare Departments in the Central and Southern Regions from the Perspective of Employees*

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#### **ABSTRACT**

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The study aimed to prepare the scales of democratic leadership style and strategic capabilities, to know the democratic leadership style and strategic capabilities, and to know the relationship between democratic leadership style and strategic capabilities. The research problem was in trying to answer the question of what is the relationship between the democratic leadership style and its relationship with strategic capabilities in the sports talent care departments in the central and southern regions from the point of view of the workers, the two researchers used the descriptive method with the survey method and relational relationships, and the research community included the workers in the sports talent care departments, which are (130) and the sample was divided into three (the survey sample, the statistical analysis sample, and the application sample) and the scientific foundations of the two scales were extracted and the scale was applied to The two researchers concluded that the democratic leadership style is the style that the leader practices and follows in the organization, which enables him to lead the group in a certain formula in order to reach the set goals, and the researchers recommended that the talent nurturing departments give a greater opportunity for managers to communicate with managers in other departments for the purpose of exchanging experiences and skills among themselves.

**Keywords:**  
*Democratic Leadership Style, Strategic Capabilities, Sports Talent Care Departments*

## 1- Introduction to the research

### 1-1 Research Introduction and Importance

Leadership style is one of the topics addressed in modern management studies as it is a source of competitive advantage, after organizations realized that the distinctive competencies that they were able to reach have contributed to achieving the leadership style through the processes and administrative systems practiced by the leader in the organization.

The success of any organization was not only due to the low costs and high quality of the products of those organizations, but also came in a large and important part of it through the possession of managerial leaders who practice leadership styles that rely on them to guide subordinates in order to achieve the set goals. Therefore, the modern trend in competition indicates that competition between organizations today is based on the leadership styles practiced by leaders in those organizations. Leadership is an essential resource for strategic capacity building for the organization. Strategic capabilities are the main help and driver of business organizations in doing business, as they are one of their strengths that help them enhance their competitive advantage.

The most important distinguishing characteristics of the democratic leadership style are that it relies on sound human relations, participation, delegation of authority, creating a spirit of cooperation among employees, and creating a democratic atmosphere at work. The leader derives his authority and power of influence from the conviction of his followers in him as a leader, and that his followers can direct themselves and be innovative in their work if motivated in the right way .

The leadership style that emphasizes the participation of employees in youth and sports delegations allows the forum to build real strategic capabilities, and here the concept of strategic capabilities is one of the very important concepts, which should be close to everyone who works in the field of human resources, especially administrative leaders, which would lead to identifying and building the capabilities of individuals working in the delegates , which gives the point of excellence of the forum about other delegates in light of knowledge-based competition, as well as how the organization can employ its human resources to increase investment and make the most of the strategic potential of the present and future.

### 1-2 The Problem

The research problem lies in answering the question (what is the relationship between the democratic leadership style and its relationship with the strategic capabilities in the sports

talent care departments in the central and southern regions from the point of view of the employees)

### **1-3 Research Objectives**

- 1- Preparing the Scales of Democratic Leadership Style and Strategic Abilities from the Perspective of the Employees of the Sports Talent Welfare Departments
- 2- Knowledge of the democratic leadership style and strategic capabilities from the perspective of the employees of the sports talent care departments
- 3- Knowing the relationship between democratic leadership style and strategic capabilities from the perspective of the workers in the sports talent care departments

### **1-4 Research Areas**

#### **1.4.1 Human Field: Workers in Sports Talent Welfare Departments**

**1-4-2 : Temporal Domain: 3/2/2025 – 30/3/2025**

#### **1.4.3 Spatial Field: Sports Talent Welfare Departments in the Central and Southern Regions**

### **2-1 Research Methodology:**

The researchers adopted the descriptive method with the survey method and the relational relationships to suit it and solve the research problem .

### **2-2 Research Population and Sample:**

The research population consisted of the supervisors in the specialized schools of the Department of Sport Talent Welfare in the central and southern regions, the number of (130) was the survey sample (30) and the sample of statistical analysis and application reached (100), so the researcher used the comprehensive inventory method for the research population.

### **2.3 Research tools used:**

**(Sources & References, International Information Network, Questionnaire Form, Laptop)**

### **2-4 Field Procedures:**

#### **3.4.1 Study Questionnaire:**

After reviewing the literature and previous studies, references and scientific sources related to the concept of the Democratic Leadership Style and Strategic Capabilities, the researcher came to the conclusion that a form was prepared that contains (10) phrases for the Democratic Leadership Style Scale and (12 phrases) for the Strategic Capabilities Scale based on a set of studies and presented to the experts (Appendix 1.) to know their opinions on the validity of the axes and the determination of the questionnaire phrases, as the axes were agreed upon and the paragraphs were agreed upon with a percentage of (80%).

#### **3.4.2 Weights of alternatives:**

The researchers adopted the five-point scale because it is proportional to the research procedures and the questionnaire prepared for it, and the weights were calculated in a positive direction from (5-1) according to the alternatives and as shown in Table (1).

I strongly dis	I don't agree	Sometimes	I agree	I strongly ag	Alternatives
1	2	3	4	5	Weight

### **3.5 Exploratory Experiment:**

The researcher conducted the exploratory experiment on 12/2/2025 on a sample of (30) outside the research sample to identify the clarity of the fields and paragraphs of the sample and the extent of responses to the form in its final form.

#### **3-6 Scientific Parameters of the Questionnaire:**

##### **3.6.1 The validity of the two measures :**

Truthfulness means "the ability of the instrument to measure what it was designed for or the attribute to be measured, in the sense that the scale measures the function that it claims to be measuring and does not measure anything else in its place" (4:113).

**1. Apparent honesty:** The instrument is honest if its appearance indicates this in terms of form and in terms of the connection of its paragraphs, and if the contents and paragraphs of the instrument are identical to the attribute it measures, it is more honest. ( 5:264 )

In order to verify the validity of the fields and paragraphs and their validity in measuring what they were developed for, the researcher presented the two scales to a group of experts in the science of sports management for the purpose of judging their validity, where they expressed their opinions and observations on the appropriate paragraphs for the Yen scale , and in light of those opinions, the experts confirmed the validity of the scale with an agreement of 800% for both scales.

##### **3.6.2 Consistency of the questionnaire:**

It refers to the stability of the scale and the accuracy of the test in the measurement and the breadth of its results when applied multiple times to the same individuals (6, 211), and to calculate the stability of the scales, the Fakronbach method was used, and it was found that the stability coefficient on the two scales respectively (0.870 and 0.820) showed from the above that both scales obtained a percentage of agreement and two acceptable and indicative correlation coefficients, which confirms that they have scientific foundations, as for the objectivity of the two scales, the paragraphs in each of them were formulated in the way of choosing one of the multiple alternatives. (Multiple Choice), as one paragraph does not accept more than one answer and does not contain any of the paragraphs with an open essay answer, and the correction is not

affected by the subjectivity of the corrector, and the multiple choice criteria belong to the objective criteria.

### 2.7 Main Experience:

After completing the procedures of the scientific foundations, the researchers distributed the questionnaire to a sample for the period from (15/3/2025 to 30/3/2025) and after completing the implementation of the research steps, the researcher collected the data of the questionnaire from the (100) supervisors of the research sample and arranged them in tables in preparation for subjecting them to statistical treatments.

### 2.8 Statistical Methods:

Statistical software (SPSS) was used to obtain the search results

#### **1- Present, analyze and discuss the results**

Table (3) shows the values of arithmetic medians, standard deviations, (T) values and the level of significance of the Democratic Leadership Style Scale

Statistica l Significa nce	Sig	T value		Degree of Freedo m	The hypotheti cal medium	Standar d deviati on	Arithme tic mean	Variabl es
		Tabular ity	Calculated					
Moral	0.00 0	1.984	27.440	99	30	2.350	42.90	Scale as a whole

Table (3) shows the scores of the democratic leadership style scale from the point of view of the workers in the sports talent care departments, with an arithmetic average of (42.90) and a standard deviation of (2.350), and when comparing the average scores of the research sample of the scale with the hypothetical average of the scale of (30) scores, it was found that the average scores of the scale are higher than the hypothetical average of the scale, and this means that the sample sees the importance of the democratic style in leadership, and for the purpose of determining the statistical significance of the differences, it was used. The t-test for one sample, where the calculated t-value was (27.440), which is significant because the value of (sig) is (0.00), which is smaller than the significance level (0.05) and the degree of freedom (99).

The two researchers believe that leadership is based on a set of basic rules and principles that a leader must be armed with for the purpose of reaching a leadership position that enables him to influence others and change their behavior in a desirable way. Leadership is based on experiences, mental abilities, creativity, and fame in a particular field, which make him a leader and role model for others, and gain him the ability to influence others. One of the most important distinguishing characteristics of the democratic leadership style is that it relies on sound human relations, participation, delegation of authority, creation of a spirit of cooperation among employees, and the creation of a democratic atmosphere at work. The leader derives his authority and influence from the conviction of his followers as a leader, and that his followers can direct themselves and be innovative in their actions if motivated in the right way (2: 210).

**Table (4) shows the values of the arithmetic medians, standard deviations, (T) values and the level of significance of the Strategic Capabilities Scale**

Statistical Significance	Sig	T value		Degree of Freedom	The hypothetical medium	Standard deviation	Arithmetic mean	Variables
		Tabularity	Calculated					
Moral	0.00	1.984	20.440	99	30	2.150	46.87	Scale as a whole

Table (4) shows the scores of the Strategic Abilities Scale from the point of view of the employees in the sports talent care departments, with an arithmetic average of (46.87) and a standard deviation of (2.350), and when comparing the average scores of the research sample for the scale with the hypothetical average of the scale of (30) degrees, it was found that the average scores of the scale are higher than the hypothetical average of the scale, and this means that the sample sees the importance of strategic abilities in the sports talent care departments, and for the purpose of standing On the statistical significance of the differences, the t-test was used for one sample, where the calculated t-value was (27.440), which is significant because the value of (sig) is (0.00), which is less than the significance level (0.05) and the degree of freedom (99).

The researchers believe that strategic capabilities are the ability through which sports talent nurturing departments can achieve superiority and excellence over competitors by relying on the skills, experiences, knowledge, resources, technology used, and strengths that help them achieve their goals. Focusing on resources as a strategy is often not enough to support and attribute competitive differentiation, but rather competitive success can be achieved by having those actual capabilities that enable the organization to demonstrate an immediate response. Rapid renewal with the strategic ability to achieve new forms of competitive differentiation, which are called dynamic capabilities (1:36).

### 3-2 Presentation of the results of the calculated and tabular correlation coefficient values of the questionnaire themes:

Table (5) shows the correlation between the variables

Statistical Function	Significance Level	Correlation coefficient	Variables	Statistics
Function	0,00	0,68	Democratic Leadership x Strategic Capabilities	

It is clear from Table (5) that the values of the correlation coefficient calculated for the scale of democratic leadership, strategic capabilities and job performance, which when compared, that the value of (t) calculated with the value of the tabular under the significance level of (0.05) and the degree of freedom (98) shows that there is a significant correlation between .

The leader in the democratic style sets goals and develops plans and ways to achieve them, with the participation of his subordinates, i.e. in agreement with them, and thus he makes them feel their importance and role in working and achieving goals, and this has a positive impact on the morale of the democratic subordinates. The researchers believe that human resources are one of the most important assets in the organization, and the reason for this is that the human resource has a direct and indirect administrative value in the organization. The direct value is represented in the effort and time exerted by the human resources to accomplish the work entrusted to them directly, while the indirect value is represented in the use of other management elements such as capital, raw materials, land and energy to achieve the objectives of the sports talent care departments.

#### 4- Conclusions and recommendations

##### 4.1 Conclusions

- 1- . Leadership style Democratic The style that the leader practices and follows in the organization that enables him to lead the group in a certain way in order to reach the set goals
- 2- . The emergence of a set of skills that a managerial leader possesses, and these skills may vary from one leader to another in terms of the type of skill he possesses
- 3- . If the Sports Talent Care Departments to achieve success, continuity and survival contingent on having its strategic capabilities planning processes
- 4- The results of the analysis showed a significant correlation between the democratic leadership style and strategic capacity building

##### 4.2 Recommendations

- 1- Attention Needed Talent Care Departments Knowing the nature of the prevailing leadership styles in Their divisions In order to strengthen the pattern that enhances the realization of strategic capabilities in the country
- 2- All rise Talent Care Departments by giving managers a greater opportunity to communicate with managers in Categories for the purpose of exchanging experiences and skills among them

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### Appendices

Appendix (1) Names of Experts and Specialists to whom the Standards were presented

Workplace	Jurisdiction	Scientific Title and Name	t
Faculty of Physical Education and Sport Sciences - University of Mosul	Sports Management	Prof. Dr. Waleed Khaled Hammam	1
Faculty of Physical Education and Sport Sciences - University of Babylon	Sports Psychology	Prof. Dr. Haidar Abd El , Ridha	2
Faculty of Physical Education and Sport Sciences - University of Basra	Sports Management	Prof. Dr. Abd El , Halim Jabr Nazzal	3
Faculty of Physical Education and Sport Sciences - University of Al-Qadisiyah	Sports Psychology	Prof. Dr. Asaad Ali Safih	4
Faculty of Physical Education and Sport Sciences - Dhi Qar University	Sports Management	Prof. Dr. Bassem Sami Shahid	5
Faculty of Physical Education and Sport Sciences - University of Al-Qadisiyah	Sports Management	Prof. Dr. Sajit Majeed Jaafar	6
Faculty of Physical Education and Sport Sciences - Muthanna University	Sports Management	Prof. Dr. Emad Aziz Nashmi	7
Faculty of Physical Education and Sport Sciences - University of Diyala	Sports Management	Prof. Dr. Othman Mahmoud Shehadha	8
Faculty of Physical Education and Sport Sciences - Salah Al-Din - Erbil	Sports Management	Prof. Dr. Awzir Saadi Ismail	9

Appendix (2) The Democratic Leadership Scale Applied to the Application Sample (Final Image)

Get Started	Rarely	Sometimes	Probably	All the time	Paragraphs	t
					The management leadership in the Talent Care Department makes employees feel the importance of their participation in decision-making through the knowledge they have	1
					The management leadership in the Talent Care Department seeks to engage employees who have the ability to find possible ways to generate resources in decision-making and goal achievement	2
					The administrative leadership in the Talent Care Department relies on delegating part of its powers to the employees to accomplish the work assigned to them as quickly as possible	3
					The administrative leadership in the Talent Care Department trusts in the soundness, honesty and reasonableness of the employees' thinking regarding the technical and cognitive abilities they possess	4
					The management leadership in the Talent Nurturing Department gives employees the freedom to discuss the problems faced by the organization in the field of technology used to get work done	5
					The management leadership in the Talent Care Department seeks to clarify the complex relationships between employees and tries to simplify the work for others	6
					The Talent Care Department's management leadership works to develop solutions to the dilemmas facing employees and guides them in	7

Get Started	Rarely	Sometimes	Probably	All the time	Paragraphs	t
					terms of the knowledge and technical aspects of the organization's work.	
					The administrative leadership in the Talent Care Department acknowledges its personal mistakes and relieves employees if they admit their mistakes.	8
					The management leadership in the Talent Care Department is looking for the best ways to increase employee satisfaction and encourage them to build value by performing their duties	9
					The administrative leadership in the Talent Care Department is concerned to a limited extent with the initiatives and proposals submitted by the employees	10

Appendix (2) Strategic Capabilities Scale Applied to the Application Sample (Final Image)

Get Started	Rarely	Sometimes	Probably	All the time	Paragraphs	t
					Talent Care Departments seek to have appropriate capabilities to generate and possess resources	1
					Talent nurturing departments focus on working to own the resources that lead to competitive advantages.	2
					Talent nurturing departments believe that diverse resources are the foundation for building their strategic capacity	3

Get Started	Rarely	Sometimes	Probably	All the time	Paragraphs	t
					Talent Care Departments use modern technical methods as the basis for performing their activities	4
					The talent care departments have the technical and practical knowledge necessary to build their strategic capabilities	5
					Talent Care Departments believe that technology is complementary to employees in building their strategic capabilities	6
					Talent Care Departments seek to pay attention to the different types of technology used in them, as this has an impact on building their strategic capabilities.	7
					Talent Care Departments have a knowledge base that qualifies them to build value for their activities	8
					Talent Care Departments have the knowledge to align with and adapt to the requirements of the external environment	9
					The management leadership in the talent nurturing departments is convinced that having technical knowledge contributes to building competitive advantages	10
					Our organization relies on knowledge to do everything that will create value for our beneficiaries	11
					The technical and technical knowledge accumulated in the	12

Get Started	Rarely	Sometimes	Probably	All the time	Paragraphs	t
					Organization contributes significantly to strategic capacity building	